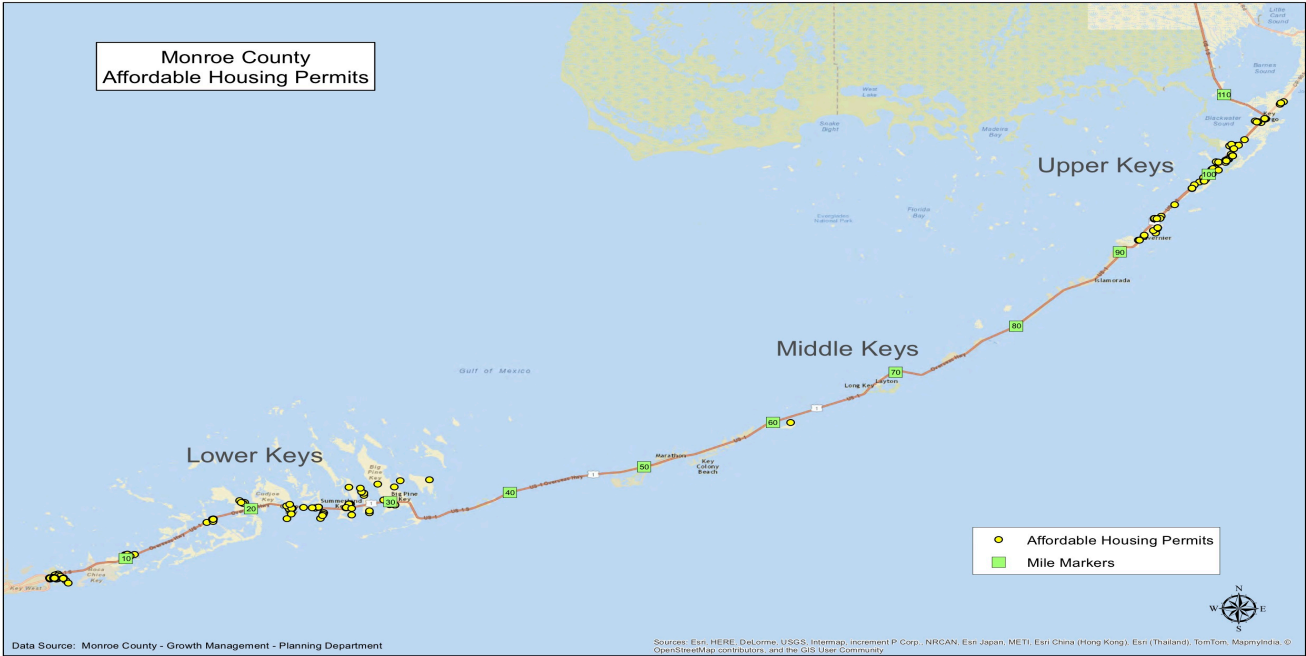


**MONROE COUNTY  
AFFORDABLE HOUSING ADVISORY COMMITTEE  
MEETING VII SUMMARY/MINUTES  
MARCH 18, 2016**



*Adopted Unanimously by the AHAC, April 22, 2016*

Robert Jones, Facilitator  
Affordable Housing Advisory Committee  
FCRC Consensus Center, Florida State University

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**MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE**  
**MEETING VII, MARCH 18, 2016**

**EXECUTIVE SUMMARY**

Bob Jones, the Committee's facilitator, welcomed Affordable Housing Advisory Committee (AHAC) members as well as the public to the Committee's 7<sup>th</sup> meeting. He asked members present to introduce themselves and noted that several members had indicated they would be unable to participate in today's meeting but there was a quorum of members to proceed. The facilitator reviewed with the Committee the proposed meeting objectives and agenda with an additional briefing on inclusionary housing and a review and rating of possible options for each of the Tasks the Committee has been charged to address. He welcomed the municipal representatives who will serve as liaisons along with the County Commissioners. The Committee unanimously agreed to adopt the agenda as well as the Committee's draft January 2016 summary/minutes circulated in advance without changes. Prior to adoption of the AHAC summary, the Committee offered an opportunity for public comment but no comments were offered. The facilitator also noted an amendment to the consensus guidelines that added the municipal liaisons who will participate and serve ex officio with the Committee similar to the County Commission liaisons.

In terms of updates the Committee reviewed and discussed the following: the Peary Court referendum outcome; BPAS Units and Affordable Housing; possible DEO Assistance; Land Availability and ROGO; and Land Authority and County Funding for Affordable Housing which amounted to \$16,263,413 supporting the construction of 488 deed restricted units with another 55 under construction. In addition, in the city in Monroe County, the Land Authority has acquired as assisted in the acquisition of sites for 553 units at a cost of \$21 Million,

Jim Saunders, an AHAC committee member provided a developer perspective on inclusionary housing projects for residential and some commercial. He described an inclusionary housing effort and a 2008 development agreement for a Hotel that happened without the support of a county ordinance for inclusionary housing. 110 affordable/ workforce housing units were built when the requirement would have been to build 15 inclusionary units for the RV park and another 4 for residential. This left the owners with 91 excess inclusionary housing certificates to use for future inclusionary housing initiatives for which there was and is no current provision in County ordinance. The owner was motivated to have ability to sell off inclusionary housing certificates in future if another project comes up and the County has a program for inclusionary housing for commercial development. The owner can sell off his certificates at that point. Because of the economic recession the hotel wasn't built at that point but the affordable housing was and currently provides affordable workforce housing for 110 units. This effort allowed workforce housing to get built at that time. The project received no land or funding from the County and was totally privately funded featuring 99 year deed restricted workforce housing units. It was not a tax credit HUD project. Having the certificates to sell in the future allowed the County to avoid subsidies for the building of workforce housing. These certificates are currently being kept with county so they can track these in the future when/if they are transferred.

The Committee discussion covered the following topics: Addressing the Hotel's current impact on workforce housing; linking projects to subsequent development; the value of Inclusionary Housing Credits; the current affordable housing demand vs. new development impacts; the inclusionary policy for Commercial

Development; the County nexus study; redevelopment and inclusionary housing; and commercial development currently available. The Committee concluded noting that the strong desire to have results from the Nexus study as soon as possible to provide the Committee a chance to develop policy recommendations based on its conclusions. If consideration of redevelopment is part of the contract, staff should make sure that it does not slow down the delivery of the study.

During the course of review options based on Tasks, the Committee discussed Task 10 on inclusionary housing and the AHAC resolution supporting the Nexus Study. Staff reported back to the Committee that currently redevelopment was not anticipated to be part of the scope of the study. The facilitator summarized the Committee discussion noting that staff would report to Christine Hurley that the Committee would like to see redevelopment included in the study but that speed is of the essence and staff should explore considering 2 phases of the study if needed to address timing. He also noted that the kind and value of intergovernmental cooperation has been demonstrated in the course of the Committee's inclusionary housing discussion.

The facilitator introduced the AHAC Tasks and Options chart that had been sent members in advance of the meeting for their review. He noted there were over 50 ideas and options that staff had identified from the Committee's discussions at previous meetings covering the 10 tasks and intergovernmental cooperation on workforce housing. As a first step in the process of developing recommendations for each of the Tasks, the facilitator suggested gauging the importance of the option in addressing the task allowing staff to begin developing a framework for draft priority recommendations that the AHAC will review, test for acceptability, refine and adjust in the effort to build greater consensus among the AHAC on each.

The Committee and the county and municipal liaisons participated in the review and testing the importance of these ideas and options in addressing the Committee's charge. The ideas and options were identified from the AHAC discussions in the previous six meetings and the intergovernmental roundtable for each BOCC task. The participants used an importance scale where 1= not important and 5=very important. Below are the ideas reviewed listed by Task in order of the average importance. From these options, in three categories: 21 were judged to be "very important" receiving an average rating from 4.6 to 5.0; 9 options were those considered "important" receiving a rating from 4.0-4.5; and 9 options were considered less important receiving a rating from 1.7 to 3.9. For some options the participants generally agreed on importance for other options there was a split in opinion on importance. Going forward the Committee will begin to test the acceptability of draft recommendations based on these options. In the options listed below ~~strike through~~ and underlined language indicates suggested revisions to the option prior to rating its importance. For each Task the options are listed in order of importance.

#### **TASK #1      DEFINITIONS**

- No rating needed.

#### **TASK #2      WORKFORCE HOUSING NEED IN MONROE COUNTY**

- a. Conduct a needs assessment (Average Importance Rating 3.3 of 5)

##### *Clarifying AHAC Comments on Task 2:*

- An additional needs assessment may not be needed to bolster the Committee's recommendation regarding the workforce housing need and move the Committee's recommendations forward.

### **TASK 3      QUALIFYING AND MONITORING DEED RESTRICTED AFFORDABLE HOUSING IN MONROE COUNTY**

Average Importance Rating of Task 3- 3.8 of 5

*Clarifying AHAC Comments on Task 3 ideas:*

- The enhanced monitoring and enforcement program may be linked with options from other Tasks touching on enforcement and on illegal rentals.
- The Committee may want to encourage intergovernmental coordination on monitoring and qualifying suggested in a.

### **TASK #4      DEVELOP SOLUTIONS FOR RENTAL WORKFORCE HOUSING**

- a. Additional density bonus for affordable developments that are only rental in perpetuity in Tier III (*chart list #4.a*) (4.8 of 5)
- b. ~~Continue to prohibit~~ Increase enforcement of tourist housing use or vacation rental use of affordable housing units (*chart list #4.b*) Enhance enforcement of tourist housing or vacation rental use of affordable housing units and increase enforcement and compliance efforts (4.7 of 5)
- c. Buy back incentives or create incentives to retain for expiring deed restricted units to provide continued deed restricted rental units (*chart #4.i*) Develop recommendations for providing incentives to retain expiring deed restricted units or buy-back incentives to provide for continued deed restricted affordable housing rental units. (4.7 of 5)
- d. Community Foundation of the Florida Keys (CFFK) Loan and Housing Fund. The County in collaboration with municipalities, businesses and the Florida Keys Community Foundation should create a Rental Assistance Loan and Housing fund as part of the FKCF (to help renters with first, last & deposit). (*Chart list #4.e*) (4.4 of 5)
- e. Dynamic/current/accurate Inventory for existing affordable housing. Create and provide renters with access to a dynamic up-to-date inventory for existing affordable housing throughout Monroe County in collaboration with municipalities. (*chart list #4.c*) (4.1 of 5)
- f. Purchase properties with existing dwelling units or ROGO exemptions and deed restrict the market rate unit as affordable housing (*chart list #4.f*) (4.0 of 5)
- g. Outreach & Public Awareness to abate NIMBY sentiment to workforce rental housing (*chart list #4.g*). Recommend strategies and best practices for outreach, public awareness, education and engagement to address “Not in my backyard” (NIMBY) sentiment to workforce rental housing (3.75 of 5)
- h. Create Rental Assistance fund (first, last & deposit) (*chart list #4.b*) (3.1 of 5)
- i. Increased public transportation. Develop strategies for increased public transportation to connect workforce housing with employment centers. (*Chart list #4.d*) (2.8 of 5)

### **TASK #5:      DEVELOP INCENTIVES FOR WORKFORCE HOUSING ON TIER 3 PROPERTIES**

- a. Publicly-owned land that is leased back to developer (note that County already has this incentive in place). (*chart list #5.c*) (5.0 of 5)
- b. Create additional density bonus standard for affordable housing that increases density with TDRs (*chart list #5.L*) (4.9 of 5)
- c. Develop a Property Tax incentive for affordable housing homeowners (*chart list # 5.k – a.*) (4.8 of 5)

- d. Additional density bonus for Tier III developments that are only affordable rental deed restricted in perpetuity. Develop additional density bonuses for median, low and very low income categories. *(Chart # 5.a)(4.8 of 5)*
- e. Identify County owned land that can be utilized for affordable housing development. *(Note: AHAC completed review of Surplus Land inventory pursuant to Sec. 125.379 FS, and sent to BOCC) (Chart list #5.i) (4.75 of 5)*
- f. Create provision for affordable deed-restricted "accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit)*(Chart list #5.b) (4.7 of 5)*
- g. List of available Land (Governments, Utilities, School Board, hospitals, NPOs (churches, etc.) *(Chart list #5.n) (4.7 of 5)*
- h. Develop Affordable Housing Insurance Pool *(chart list #5.f)(4.6 of 5)*
- i. Develop a Property Tax incentive for developers *(chart List #5.k b) (4.5 of 5)*
- j. Use Land Authority Funds to extend Tier III deed restrictions or for buying back expired deed restrictions *(chart list #5.e) (4.5 of 5)*
- k. Consider amending height limit for affordable housing *(chart list #5.m) (4.3 of 5)*
- l. County to target Tier 3 lots for purchase & development of affordable housing. RFP for grouped lots for development *(chart list #5.b) (4.0 of 5)*
- m. Target foreclosure properties - vacant properties (Tier III) for purchase & development of affordable housing or developed sites (any Tier) with a ROGO to deed restrict as AFH *(chart list #5.d) (3.3 of 5)*
- n. Outreach & Public Awareness to abate NIMBY sentiment for Tier 3 workforce housing *(chart list #5.g) (3.0 OF 5)*
- o. Make all Affordable Allocations available (vs. partition into annual allocations)
  - To be adopted by the BOCC on April 13, 2016). No rating conducted

#### **TASK 6. DEVELOP STRATEGIES FOR INCREASING DENSITY TO ENCOURAGE WORKFORCE HOUSING**

- a. Additional density bonus for affordable developments that are only rental in perpetuity in Tier III. Develop additional density bonus for median, low and very low income categories. *(chart list #6.a) (4.8 of 5)*
- b. Create provision for affordable deed-restricted " accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit) *(chart list #6.b) (4.8 of 5)*
- c. Create additional density bonus standard for affordable housing that increases density with TDRs *(Chart list #6.e) (4.6 of 5)*
- d. Consider amending height limit for affordable housing *(chart list #6.f) (4.4 of 5)*
- e. Consider fractional ROGOs. *(chart list #6.d) (4.2 of 5)*
- f. Consider re-allocating market rate ROGOs to affordable to provide additional ROGOs. *(Chart list #6.c) (1.7 of 5)*

#### **TASK 7 DEVELOP STRATEGIES FOR THE ROLE OF THE MONROE COUNTY HOUSING AUTHORITY IN WORKFORCE HOUSING**

- See Task 3 AHAC October 2015 recommendations that address this Task.

#### **TASK 8 EXPLORE AND PROPOSE LOCAL FUNDING SOURCES TO HELP EXPAND WORKFORCE HOUSING IN MONROE COUNTY.**

- a. Annual fee on non-primary residences that are not long term rentals. Review and recommend whether an annual fee on non-primary residences that are not long-term rentals should be collected and used as a workforce housing funding source. *(Chart List #8.f) (4.8 of 5)*
- b. Luxury / sin tax / sales tax. Review and recommend whether a luxury/sin tax (i.e. sales tax) should be pursued as a local workforce housing funding source. *(Chart list #8.c) (4.5 of 5)*
- c. TDC Penny/ Land Authority: Amend or Increase Tourist Impact Tax to provide dedicated funding for workforce housing *(chart list #8.d) (4.5 of 5)*
- d. Community Fund (CFFK) Review and recommend whether a community fund should be established through a collaboration with the Florida Keys Community Foundation as a workforce housing funding source. *(Chart List #8.g) (4.1 of 5)*
- e. Doc Stamps *(Chart list #8.e) (4.0 of 5)*
- f. Toll of US 1 *(Chart list #8.1) (3.6 of 5)*
- g. Ad Valorem tax. Review and recommend whether increasing local ad valorem taxes should be pursued as a workforce housing funding source. *(chart List #8.b) (3.5 of 5)*

**TASK 9 REVIEW AND RECOMMEND WORKFORCE HOUSING STRATEGIES AS AMENDMENTS TO STATE STATUTES (TASK 9 A-D)**

- a. Allow Land Authority funds to be used for extending deed restrictions or buying back expired deed restrictions to preserve affordable housing *(Chart List #9.b) (4.8 of 9)*
- b. Address Sadowski Trust Fund donor inequity *(Chart List #9.a) (4.5 of 5)*
- c. Amend or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing *(Chart List #9.d.1 ) (4.6 of 5)*

*Committee Comments*

- Was charge too narrow from BOCC for hospitality industry only?
- Group decided to split and rate “specifically for the hospitality industry and separately “all”.

- d. Amend or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing specifically for the hospitality industry *(Chart List #9.d.2) (3.3 of 5)*

**Task 9c. Amend Low Income Housing Tax Credit (LIHTC) program to require on-site management longer than 15 years**

- *More information needed for the Committee to put this Task in context.*

**TASK 10 DEVELOP STRATEGIES FOR DEVELOPING INCLUSIONARY HOUSING REQUIREMENTS FOR HOSPITALITY AND COMMERCIAL DEVELOPMENTS TO SUPPORT BUILDING WORKFORCE HOUSING.**

- Emphasize with staff and the BOCC the urgency of completing the nexus study as soon as possible in order to support AHAC policy recommendations on inclusionary housing.

**TASK 11 SUPPORT & ENCOURAGE INTERGOVERNMENTAL COOPERATION AND COLLABORATION WITH MUNICIPALITIES**

The Committee agreed that intergovernmental cooperation is a “very important” element of the AHAC’s work and tasks. There was agreement that the planning directors review the potential areas

that have been identified for cooperation at the Intergovernmental Roundtable and report back to the Committee with any recommendations or suggestions for the Committee's consideration.

An opportunity for public comment was provided following the inclusionary housing discussion. A realtor asked the Committee to address preserving downstairs enclosures as affordable housing. There were no public comments offered at the end of the meeting.

Concluding, the Committee thanked the municipal representatives for participating and agreed that their presence and contributions brought greater depth to the discussions. Several committee members expressed support for the use of homework and suggested it proved helpful in moving through a complex agenda.

The facilitator thanked the members for the hard work in reviewing the options and noted they would be getting some additional homework to prepare for the April meeting. He noted the next step would be for staff to organize the options based on relative priority and importance and begin to draft recommendations that the Committee could consider as a first step in developing the report to the BOCC by July. He reminded members the April, May, June and July meetings are now scheduled to run between 9 a.m. and 3 p.m. to provide enough time to build consensus on AHAC recommendations to the BOCC. The Committee completed a meeting evaluation form and adjourned at 1:00 p.m.



**MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE  
MEETING VII, MARCH 18, 2016**

**MEETING SUMMARY/MINUTES**

*AHAC Members in attendance:* **Jim Cameron, Ed Davidson, Bill Hunter, Warren Leamard, Kurt Lewin, Ken Naylor, Tim Root, Jim Saunders, Stephanie Scuderi, Ed Swift, Randy Wall**

*AHAC Liaisons in attendance:* **Heather Carruthers, Monroe County Commission Liaison Sylvia Murphy, Monroe County Commission Liaison, Thaddeus Cohen, City of Key West Liaison, George Garrett, City of Marathon Liaison, Mayor Debra Gillis, Village of Islamorada Liaison,**

*AHAC Members unable to attend:* Hana Eskra, Jodi Weinhofer & Bill Wiatt

*Staff:* **Emily Schemper, Carol Schreck, Steve Williams, Kevin Bond, Peter Morris, & Tiffany Stankiewicz,** *Staff unable to attend:* Mayte Santamaria

*Facilitator:* **Bob Jones, FCRC Consensus Center, FSU**

**I. INTRODUCTION**

**A. Review of Agenda and January 2016 Meeting Summary/Minutes**

Bob Jones, the Committee's facilitator, welcomed Affordable Housing Advisory Committee (AHAC) members as well as the public to the Committee's 7<sup>th</sup> meeting. He asked members present to introduce themselves and noted that several members had indicated they would be unable to participate in today's meeting but there was a quorum of members to proceed. The facilitator reviewed with the Committee the proposed meeting objectives and agenda with the Committee's focus on finishing a discussion of inclusionary housing and reviewing and rating options identified over the past 6 months for AHAC tasks. (*See Appendix #1*). The Committee unanimously agreed to adopt the agenda as well as the Committee's draft January, 2015 summary/minutes without changes. Prior to adoption of the December 2015 summary, the Committee offered an opportunity for public comment but no comments were offered.

The facilitator asked Tim Root to introduce himself. He noted he was dealing with medical issues which prevented him from participating in the Committee's first 6 meetings but has kept up with the meeting through the summaries and is eager to participate. He noted that he has resided in Key West for 30 years and has been in the business of constructing and building affordable housing. Prior to that he did the same thing up north before arriving in Florida.

**B. Review of the Committee Work Plan and Consensus Guidelines**

The facilitator reviewed with the Committee the effort and outcomes for the first six meetings of the Committee. He noted that because the February meeting was devoted to the intergovernmental

roundtable, and an additional and final meeting is scheduled for July 22 to complete the final set of workforce housing recommendations to the BOCC. He noted that the meetings from April through July would run from 9 a.m. to 3 p.m. to provide time for developing the recommendations.

The facilitator also noted an amendment to the consensus guidelines that added the municipal liaisons who will participate and serve ex officio with the Committee similar to the County Commission liaisons.

### C. Workforce Housing Updates and Other Matters

1. **Peary Court.** Thaddeus Cohen reported on the Peary Court Referendum in the City of Key West which did not pass receiving 43% support.

#### *Committee Discussion Points*

- Do you think there will be another attempt to bring back a proposal and what would be the drop dead date for that? I hope it will come back *A: Don't know*
  - Peary Court is still for sale \$55 million. The owners are likely going to turn that project into market rate units. They will have to build 48 affordable units at moderate income rates to match wage levels of what is there now. They may approach the City for zoning to increase density so they can build even more affordable units. There some who might be open to turning the land over to the city, but there are others who may prefer developing an expensive enclave.
2. **BPAS Units and Affordable Housing.** He noted that Commissioner Kaufman announced he is working on an ordinance working on for all BPAS to be affordable. The intent is to create a mechanism to allocate more BPAS units to affordable that doesn't negatively impact market rate. This may also relate to a weighted incentive based single track of BPAS units.
    - If there are property owners who have more than 1 BPAS but only 1 dwelling unit on their property, is there a mechanism for the property owner to do something anything with that excess BPAS such as a transfer? *A: Single family owner can consider an affordable accessory unit. There is currently not system for transferring BPAS. If the homeowner didn't use they could return the ROGO to the City and the City would reallocate it. May look at transferability in the development of the LDR.*
    - How are the Mother in Law units handled? *A. They are part of the property's BPAS and can't be moved. The ability to deed restricted MiL units is in the current LDR. All single zoned properties have the ability to create one.*
    - A constructive idea might be to propose a 5% additional tax for next 10 years on all commercial property in the City with the funds going to an Affordable Housing trust fund to support workforce housing.
  3. **DEO Assistance.** Mayor Gillis noted in a conversation with Rebecca Jetton with DEO that an offer of state help in the Keys with the affordable housing issue.
  4. **Land Availability and ROGO.** How do 700 allocations compare with amount of available land left to develop in Key West? *A: Mr. Cohen offered that from his perspective there is not a connection between land availability and ROGO as DEO was looking at how many units Key West could have were considering carrying capacity and hurricane evacuation.*

5. **Land Authority Funding for Affordable Housing.** In response to members' questions regarding how much affordable housing has been spent and built with Land Authority funds, staff prepared and distributed a chart for the AHAC which highlights that Land acquisition costs paid by the County amounted to \$16,263,413 supporting the construction of 488 deed restricted units with another 55 under construction. The Land Authority share of this funding was \$8,968,663 while the 304 funds amounted to \$7,294,750. In addition, in the city in Monroe County, the Land Authority has acquired as assisted in the acquisition of sites for 553 units at a cost of \$21 Million. See AHAC Handouts at: <http://www.monroecounty-fl.gov/Archive.aspx?AMID=48>

## II. INCLUSIONARY HOUSING

### A. Introduction

The facilitator reminded the Committee they had reviewed a working definition of inclusionary housing at the January 2016 meeting as follows: "Inclusionary housing refers to a range of local policies that tap the economic gains from rising real estate values to create affordable housing—tying the creation of homes for low- or moderate-income households to the construction of market-rate residential or commercial development." He noted that at the January 2016 AHAC meeting the Committee discussed the need to help the County establish numbers that are supported by data and analysis and unanimously adopted the following motion:

"The AHAC recommends that the Board of County Commission support and fund a nexus study as the first step in considering the expansion of the current County residential inclusionary housing program to cover transient and commercial development in the County."

### B. Briefing on Residential Inclusionary Housing- Project Example

Jim Saunders, an AHAC committee member provided a developer perspective on inclusionary housing projects for residential and some commercial. He described an inclusionary housing effort and a 2008 development agreement for a Hotel that had a negotiated inclusionary housing requirement for 15 workforce housing units. 110 affordable/ workforce housing units were built off site of the hotel project when the requirement would have been to build 15 inclusionary units for the hotel, and another 4 for a "to be built" residential project. This left the workforce housing owners with 91 available inclusionary housing certificates to be used to satisfy future inclusionary housing requirements in the same sub area. The workforce housing owner was partially motivated to build the entire 110 unit workforce housing project with the ability to sell unallocated inclusionary housing certificates to satisfy inclusionary housing requirements for future projects in the same sub area that require inclusionary housing.

Currently there is a limited market for inclusionary housing certificates because there are no inclusionary housing requirements for commercial / hospitality. Because of the 2008 economic recession the hotel wasn't built at that point, but the affordable housing was, and currently provides 110 affordable workforce housing units. This effort allowed workforce housing to get built even before a project requiring these inclusionary housing units was built.

The 110 unit work force housing project received no land nor funding from the County, and was privately funded featuring 99 year deed restricted workforce housing units. It was not a tax credit

project so it did not take tax credit quota from other tax credit projects in Monroe County. Having the certificates to sell in the future, allowed the County to avoid subsidizing the building of this workforce housing project. The inclusionary housing “certificates” are currently being kept with county so they can track these in the future when/if they are transferred. To date no certificates have been transferred.

Finally, Mr. Saunders suggested that the most efficient way to build workforce housing was with higher density and creative incentives to help make developing workforce housing economically viable. In this instance the owner took the risk in building housing before there was a matching project. The certificates for future use were incentive even before a project requiring inclusionary housing was built.

#### *Committee Discussion Points*

- **Addressing the Hotel’s current impact on workforce housing.** When the hotel comes on line, it will require additional new workforce housing to cover its impact? *A: Yes. The 15 inclusionary housing requirements in the development agreement were stratified by the already built housing project.*
- The example shows what was done without an inclusionary policy in place. With an inclusionary policy in place in the future this may address this concern.
- **Linking Projects to Subsequent Development.** The Monroe County code addresses linkage of projects to subsequent development.
- This can be a very powerful too. The developer is to be commended for doing this ahead of time and creating affordable housing without an inclusionary policy framework for commercial development in place. We will always be facing a deficit.
- **Value of Credits.** What is the current value of the certificates? *A: No value right now because there is no program to tie in inclusionary housing for commercial development and therefore no market for the credits.*
- What would someone have to do if this approach wasn’t used? *A: The county inclusionary housing in lieu for residential is \$280,000. Some jurisdictions direct in lieu fees to an affordable housing fund. If there was a fund, that would probably establish the value. There hasn’t been commercial development tied to inclusionary housing in upper keys because there is no ordinance.*
- In terms of the 110 units, in terms of today’s land costs and construction prices, would this have been launched today? *A: No*
- **Current AH Demand vs. New Development Impacts.** We need to separate the overwhelming demand that is existing today from the impact new development creates. New development needs to mitigate its impact. It is a good program if someone is willing to take advantage of low land costs and reduced construction prices during a recession and create affordable housing early relative to the new development impact. This affords liquidity in the affordable housing market whereas otherwise it wouldn’t be there.
- **Inclusionary Policy for Commercial Development.** We need an inclusionary policy for commercial development to build 30% (=/-) of the jobs they create. If 20 years ago we had put in the County Code that you need to cover 30% of the number of employees you create with a new commercial development, today our affordable housing needs and deficit would be less because developers would have been responsible for building. This is not a new idea and the AHAC in 2007-08 proposed this based on the nexus studies that had been conducted previously.

- If we can get anyone to build housing now, we're helping to solve some of the problem.
- With a policy, the County and municipalities should be able to key off of their estimates for commercial development and infer what % of housing is needed for the new demand. In concept you can treat as master plan and allocate spaces at any time irrespective of numbers because you know what demand is going to be. *A: The County is not at that point as they don't have inclusionary housing ordinance for commercial development. Once it does, it would be incorporated into development agreements and linked to codes.*
- **Nexus Study.** The Committee in January passed a resolution to support a commercial development inclusionary housing study to establish defensible figures for a program. When will this contract be let? *A: Staff is hoping for a contract in April to bring to the BOCC for approval in May 2016.*
- **Redevelopment and Inclusionary Housing** Policy should address not just residential and commercial but also government developments (e.g. county and school board).
- Should it only apply to redevelopment that increases the number of workforce added?
- Should the County's Nexus Study address redevelopment? *A: It is on the table. In the County's residential inclusionary housing code, it applies to development and redevelopment.*
- Policy should address redevelopment even if the redevelopment may not increase impact. The need is still there because barn door has been open for so long. As we talk about commercial inclusionary to BOCC, let's give thoughts to existing loopholes.
- If I'm redeveloping existing property and my needs for employees will not be greater than today and I'm being forced to build inclusionary housing, is that punitive and defensible rather than addressing a need I am not creating?
- Redevelopment was not included in the Islamorada program.
- Instead of redevelopment and new businesses, what about going into commercial space that is already there and establish a requirement to put into a pool?
- Why should we link inclusionary housing to the number of existing or new employees when talking about redevelopment. When redeveloping a commercial/residential building, once it crosses a threshold/percentage of redevelopment then every part of the Land Development Regulation comes into play. Why does it matter if it's part of the codes. We have to meet wind load, handicap requirements, etc. when you redevelop. Why not just have the inclusionary included because of magnitude of development without drawing old against new. It could be 30%.
- **Commercial Development Currently Available.** How many commercial space square feet is available for use today? The answer may make inclusionary housing a moot point in terms of contributions to getting affordable housing built. *A: More than 500,000 square feet.*
- The Committee concluded noting that the strong desire to have results from the Nexus study as soon as possible to provide the Committee a chance to develop policy recommendations based on its conclusions. If consideration of redevelopment is part of the contract, staff should make sure that it does not slow down the delivery of the study.

### C. Nexus Study and Redevelopment

During the course of review options based on Tasks (see Section III below), the Committee discussed Task 10 on inclusionary housing and the AHAC resolution supporting the Nexus Study. Staff reported back to the Committee that currently redevelopment was not anticipated to be part of the scope of the study.

### *Committee Comments on Redevelopment and the Nexus Study*

- When we voted asking for the Nexus study, we wanted something to justify inclusionary housing so we couldn't be legally challenged. If we ask the study to drill down so deep that the results would not be available until the Fall of 2016, we might want to ask that there be two phases with the initial data and recommendations appearing before July.
- The understanding when the Committee approved that motion was that the study would mirror types of things implemented in the Islamorada program including redevelopment that increases floor space would included. *A: If there is additional floor space as a result of the redevelopment it would be treated as new development.*
- *The* problem is there are other things you can do in redevelopment that would increase the services, etc. The second, larger issue is why are we obligating ourselves to continue the mistakes of the past. We should have long ago been requiring development and arguably redevelopment. This is a community challenge across the board.
- Isn't the study going to determine what kinds of employee needs are associated with what kinds of developments. We should be looking at the "use" and how many employees before and after are needed as a result of the redevelopment.
- In Islamorada as long as the redevelopment stays within the footprint it doesn't matter what you did inside the redevelopment and you didn't get charged. Islamorada's program is based on square feet not on use.
- We have 2 goals that can be bifurcated in 1 study. We should direct staff to get the simpler first step done as quickly as possible. If we need to look at redevelopment and that takes longer to that in a second phase.
- This might help the City of Key West as it revises its Land Development Regulations. They do not currently address inclusionary housing for commercial properties. Interested in talking with the County and Islamorada further on this.

The facilitator summarized the discussion noting that staff would report to Christine Hurley that the Committee would like to see redevelopment included in the study but that speed is of the essence. Staff should explore creating two phases of the study, if needed, to address timing. He also noted that the kind and value of intergovernmental cooperation has been demonstrated in the course of the Committee's inclusionary housing discussion.

## **III. REVIEWING THE TASKS AND RATING THE IMPORTANCE OF OPTIONS**

### **A. Introduction**

The facilitator introduced the AHAC Tasks and Options chart that had been sent members in advance of the meeting for their review. He noted there were over 50 ideas and options that staff had identified from the Committee's discussions at previous meetings covering the 10 tasks and intergovernmental cooperation on workforce housing. As a first step in the process of developing recommendations for each of the Tasks, the facilitator suggested gauging the importance of the option in addressing the task allowing staff to begin developing a framework for draft priority recommendations that the AHAC will review, test for acceptability, refine and adjust in the effort to build greater consensus among the AHAC on each.

The Committee and the county and municipal liaisons participated in the review and testing the importance of these ideas and options in addressing the Committee's charge. The ideas and options were identified from the AHAC discussions in the previous six meetings and the intergovernmental roundtable for each BOCC task. The participants used an importance scale where 1= not important and 5=very important. Below are the ideas and options reviewed listed by Task and are in order of the average importance rating. From these options: 21 were judged to be "very important" receiving an average rating from 4.6 to 5.0; 9 options were considered "important" receiving a rating from 4.0-4.5; and 9 options were considered less important receiving a rating from 1.7 to 3.9. For some options the participants generally agreed on importance for other options there was a split in opinion on importance. Going forward the Committee will begin to test the acceptability of draft recommendations based on these options.

In the options listed below ~~striketrough~~ and underlined language indicates suggested revisions to the option prior to rating of its importance.

## B. Rating the Importance of Options to Address AHAC Tasks

### TASK #1 DEFINITIONS

- No rating needed.

### TASK #2 WORKFORCE HOUSING NEED IN MONROE COUNTY

#### a. Conduct a needs assessment

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
6	0	3	0	4	3.3 of 5

*Clarifying AHAC Comments on Task 2:*

- An additional needs assessment may not be needed to bolster the Committee's recommendation regarding the workforce housing need and move the Committee's recommendations forward.

### TASK 3 QUALIFYING AND MONITORING DEED RESTRICTED AFFORDABLE HOUSING IN MONROE COUNTY

*How important is this Task and recommendations in addressing the BOCC Charge and the AHAC Success Statement?*

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
5	4	2	3	0	3.8 of 5

*October 2015 recommendations include:*

- a. By April 2016, County staff should develop cost effective mechanisms based on HUD guidelines to enhance the monitoring of affordable housing including consideration of securing the services of the Monroe County Housing Authority, additional County staff or 3rd party monitoring services or some combination thereof. Funding estimates for such a program should be developed and evaluated by staff and the Monroe County Housing Authority and should be considered in deciding how to develop the most cost effective monitoring and qualifying approach. The Committee strongly recommends staff coordinate and share information with the municipalities in developing these options, with a goal of developing a countywide monitoring mechanism program.
- b. The Committee strongly recommends that the County identify and fund an enhanced enforcement program as an essential element for maintaining affordable workforce housing in the County. This program should address compliance and enforcement of deed restricted property to maintain our available housing stock.
- c. Authorize Monroe County Code Compliance and/or the Monroe County Tax Collector's Office to more aggressively pursue illegal rentals.
- d. Monroe County should require that owner occupied deed restricted units be homesteaded.

*Clarifying AHAC Comments on Task 3 ideas:*

- The enhanced monitoring and enforcement program may be linked with options from other Tasks touching on enforcement and on illegal rentals.
- The Committee may want to encourage intergovernmental coordination on monitoring and qualifying suggested in a.

#### **TASK #4 DEVELOP SOLUTIONS FOR RENTAL WORKFORCE HOUSING**

*How important are these ideas/strategies in addressing the BOCC Charge and the AHAC Success Statement?  
The Task 4 Options are listed below in order of highest average importance ratings.*

- j. **Additional density bonus for affordable developments that are only rental in perpetuity in Tier III (chart list #4.a)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	4.8 of 5
12	3	0	0	0	

- k. ~~Continue to prohibit~~ **Increase enforcement of tourist housing use or vacation rental use of affordable housing units (chart list #4.b)** Enhance enforcement of tourist housing or vacation rental use of affordable housing units and increase enforcement and compliance efforts

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	4.7 of 5
13	1	2	0	0	

- l. **Buy back incentives or create incentives to retain for expiring deed restricted units to provide continued deed restricted rental units (chart #4.i)** Develop recommendations for



providing incentives to retain expiring deed restricted units or buy-back incentives to provide for continued deed restricted affordable housing rental units.

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
12	3	1	0	0	4.7 of 5

**m. Community Foundation of the Florida Keys (CFFK) Loan and Housing Fund**

The County in collaboration with municipalities, businesses and the Florida Keys Community Foundation should create a Rental Assistance Loan and Housing fund as part of the FKCF (to help renters with first, last & deposit). *(Chart list #4.e)*

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
8	6	2	0	0	4.4 of 5

**n. Dynamic/current/accurate Inventory for existing affordable housing.** Create and provide renters with access to a dynamic up-to-date inventory for existing affordable housing throughout Monroe County in collaboration with municipalities. *(chart list #4.c)*

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
7	4	3	1	0	4.1 of 5

**o. Purchase properties with existing dwelling units or ROGO exemptions and deed restrict the market rate unit as affordable housing** *(chart list #4.f)*

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
9	2	3	0	2	4.0 of 5

**p. Outreach & Public Awareness to abate NIMBY sentiment to workforce rental housing** *(chart list #4.g)*. Recommend strategies and best practices for outreach, public awareness, education and engagement to address “Not in my backyard” (NIMBY) sentiment to workforce rental housing

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
5	6	3	0	2	3.75 of 5

**q. Create Rental Assistance fund (first, last & deposit)** *(chart list #4.b)*

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
3	3	6	1	3	3.1 of 5

- r. **Increased public transportation.** Develop strategies for increased public transportation to connect workforce housing with employment centers. (Chart list #4.d)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
1	2	8	3	2	2.8 of 5

**TASK #5: DEVELOP INCENTIVES FOR WORKFORCE HOUSING ON TIER 3 PROPERTIES**

*How important are these ideas/strategies in addressing the BOCC Charge and the AHAC Success Statement? The Task 5 Options are listed below in order of highest average importance ratings.*

- p. **Publicly-owned land that is leased back to developer (note that County already has this incentive in place).** (chart list #5.c)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
16	0	0	0	0	5.0 of 5

- b. **Create additional density bonus standard for affordable housing that increases density with TDRs** (chart list #5.L)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
13	0	1	0	0	4.9 of 5

- c. **Develop a Property Tax incentive for affordable housing homeowners**

(chart list # 5.k – a.)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
13	1	1	0	0	4.8 of 5

- d. **Additional density bonus for Tier III developments that are only affordable rental deed restricted in perpetuity. Develop additional density bonuses for median, low and very low income categories.** (Chart # 5.a)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
11	2	0	0	0	4.8 of 5

- e. **Identify County owned land that can be utilized for affordable housing development.**

(Note: AHAC completed review of Surplus Land inventory pursuant to Sec. 125.379 FS, and sent to BOCC)

(Chart list #5.i)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
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<i>Important</i>					
5	4	3	2	1	
10	1	1	0	0	4.75 of 5

- f. Create provision for affordable deed-restricted "accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit)

(Chart list #5.b)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
12	2	0	1	0	4.7 of 5

- g. List of available Land (Governments, Utilities, School Board, hospitals, NPOs (churches, etc.)

(Chart list #5.n)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
10	4	0	0	0	4.7 of 5

- h. Develop Affordable Housing Insurance Pool (chart list #5.f)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
11	2	2	0	0	4.6 of 5

- i. Develop a Property Tax incentive for developers (chart List #5.k b)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
11	2	3	0	0	4.5 of 5

- j. Use Land Authority Funds to extend Tier III deed restrictions or for buying back expired deed restrictions (chart list #5.e)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
8	3	2	0	0	4.5 of 5

- k. Consider amending height limit for affordable housing (chart list #5.m)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
11	1	1	1	1	4.3 of 5

**1. County to target Tier 3 lots for purchase & development of affordable housing. RFP for grouped lots for development (chart list #5.b)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
7	4	2	1	1	4.0 of 5

**m. Target foreclosure properties - vacant properties (Tier III) for purchase & development of affordable housing or developed sites (any Tier) with a ROGO to deed restrict as AFH (chart list #5.d)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
5	0	6	2	2	3.3 of 5

**n. Outreach & Public Awareness to abate NIMBY sentiment for Tier 3 workforce housing (chart list #5.g)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
4	0	4	4	2	3.0 of 5

**o. Make all Affordable Allocations available (vs. partition into annual allocations)**

- To be adopted by the BOCC on April 13, 2016).
- No rating conducted

**TASK 6. DEVELOP STRATEGIES FOR INCREASING DENSITY TO ENCOURAGE WORKFORCE HOUSING**

*How important are these ideas/strategies in addressing the BOCC Charge and the AHAC Success Statement?  
The Task 6 Options are listed below in order of highest average importance ratings.*

**g. Additional density bonus for affordable developments that are only rental in perpetuity in Tier III. Develop additional density bonus for median, low and very low income categories. (chart list #6.a)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
14	0	0	1	0	4.8 of 5

**h. Create provision for affordable deed-restricted " accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit) (chart list #6.b)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
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<i>Important</i>					
5	4	3	2	1	
14	0	0	1	0	4.8 of 5

- i. **Create additional density bonus standard for affordable housing that increases density with TDRs** (*Chart list #6.e*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
12	2	2	0	0	4.6 of 5

- j. **Consider amending height limit for affordable housing** (*chart list #6.f*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
10	1	2	1	0	4.4 of 5

- k. **Consider fractional ROGOs.** (*chart list #6.d*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
8	2	1	1	1	4.2 of 5

- l. **Consider re-allocating market rate ROGOs to affordable to provide additional ROGOs.** (*Chart list #6.c*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
1	0	3	1	8	1.7 of 5

## **TASK 7 DEVELOP STRATEGIES FOR THE ROLE OF THE MONROE COUNTY HOUSING AUTHORITY IN WORKFORCE HOUSING**

- See Task 3 AHAC October 2015 recommendations that address this Task.

## **TASK 8 EXPLORE AND PROPOSE LOCAL FUNDING SOURCES TO HELP EXPAND WORKFORCE HOUSING IN MONROE COUNTY.**

*How important are these ideas/strategies in addressing the BOCC Charge and the AHAC Success Statement?  
The Task 8 Options are listed below in order of highest average importance ratings.*

- a. **Annual fee on non-primary residences that are not long term rentals**

Review and recommend whether an annual fee on non-primary residences that are not long-term rentals should be collected and used as a workforce housing funding source. (*Chart List #8.f*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
14	0	0	1	0	4.8 of 5

**b. Luxury / sin tax / sales tax**

Review and recommend whether a luxury/sin tax (i.e. sales tax) should be pursued as a local workforce housing funding source. (*Chart list #8.c*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
12	0	2	0	1	4.5 of 5

**c. TDC Penny/ Land Authority: Amend or Increase Tourist Impact Tax to provide dedicated funding for workforce housing (*chart list #8.d*)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
14	0	0	0	2	4.5 of 5

**d. Community Fund (CFFK)**

Review and recommend whether a community fund should be established through a collaboration with the Florida Keys Community Foundation as a workforce housing funding source. (*Chart List #8.g*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
6	5	3	1	0	4.1 of 5

**e. Doc Stamps (*Chart list #8.e*)**

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
8	3	2	1	1	4.0 of 5

**f. Ad Valorem tax**

Review and recommend whether increasing local ad valorem taxes should be pursued as a workforce housing funding source. (*chart List #8.b*)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not Important</i>	<i>Average</i>
5	4	3	2	1	
6	2	1	3	2	3.5 of 5

**g. Toll of US 1** (Chart list #8.1)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
8	1	0	1	4	3.6 of 5

**TASK 9 REVIEW AND RECOMMEND WORKFORCE HOUSING STRATEGIES AS AMENDMENTS TO STATE STATUTES (TASK 9 A-D)**

*How important are these ideas/ strategies in addressing the BOCC Charge and the AHAC Success Statement?  
The Task 9 Options are listed below in order of highest average importance ratings.*

**e. Allow Land Authority funds to be used for extending deed restrictions or buying back expired deed restrictions to preserve affordable housing** (Chart List #9.b)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
12	0	1	0	0	4.8 of 5

**f. Address Sadowski Trust Fund donor inequity** (Chart List #9.a)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
8	2	2	0	0	4.5 of 5

**g. Am**

**end or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing** (Chart List #9.d.1 )

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
11	1	1	1	0	4.6 of 5

*Committee Comments*

- Was charge too narrow from BOCC for hospitality industry only?
- Group decided to split and rate “specifically for the hospitality industry and separately “all”.

**b. Amend or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing specifically for the hospitality industry** (Chart List #9.d.2)

<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Less Important</i>	<i>Not</i>	<i>Average</i>
5	4	3	2	1	
6	1	4 2	1	0 4	3.3 of 5

**Task 9c. Amend Low Income Housing Tax Credit (LIHTC) program to require on-site management longer than 15 years**

- *More information needed for the Committee to put this Task in context.*

**TASK 10 DEVELOP STRATEGIES FOR DEVELOPING INCLUSIONARY HOUSING REQUIREMENTS FOR HOSPITALITY AND COMMERCIAL DEVELOPMENTS TO SUPPORT BUILDING WORKFORCE HOUSING.**

- January 2016 AHAC recommendation: “The Monroe County Affordable Housing Advisory Committee recommends that the Board of County Commissioners support the County funding and completing a workforce housing study to support development of inclusionary housing requirements for the hospitality and commercial sector to build workforce housing. Develop Land Development Code requirements for inclusionary housing requirements for hospitality and commercial sector based on the results of the Nexus Study.”
- Emphasize with staff and the BOCC the urgency of completing the nexus study as soon as possible in order to support AHAC policy recommendations on inclusionary housing.

*Clarifying AHAC Comments on Task 10 ideas:*

- See above Section II. C. Inclusionary Housing “Redevelopment discussion”

**TASK 11 SUPPORT & ENCOURAGE INTERGOVERNMENTAL COOPERATION AND COLLABORATION WITH MUNICIPALITIES**

The Committee agreed that intergovernmental cooperation is a “very important” element of the AHAC’s work and tasks. There was agreement that the planning directors review the potential areas that have been identified for cooperation at the Intergovernmental Roundtable and report back to the Committee with any recommendations or suggestions for the Committee’s consideration.

*Potential Areas for Cooperation from the Intergovernmental Roundtable:*

- City Planner AHAC participation. The Committee strongly endorses intergovernmental participation supporting collaborative AH efforts
- Consistent Nomenclature of affordable units types and income Levels
- Consistent Nomenclature: ROGO/BPAS
- Consistent deed restrictions and timeframes (in perpetuity)
- Consistent Nomenclature: workforce definitions
- Interlocal agreement for the transfer of allocations (MC Comprehensive Plan already allows interlocal agreements for the transfer of AFH ROGOs)
- Vacation Rental Regulations/Enforcement
- Local governments to commit funds to joint funding pool for affordable housing subsidies

*Clarifying AHAC Comments on Intergovernmental ideas:*

- This is a new category that has emerged addressing Intergovernmental possibilities some of the ideas came from the County and City of Key West resolution and the February Intergovernmental Workforce Roundtable.



- Should the Committee direct the planning directors to review and consider potential recommendations on the areas for cooperation listed above? There may be distinctions and approaches that can be harmonized and others are supported by reasons and needs that should remain distinct. E.g. Marathon's median income level is \$9,000 less than the County's.
- From a municipal perspective perhaps the AHAC can encourage planning directors to share information and look for ways to help each other and enhance workforce housing.
- Important that all local governments get on the same page and support efforts such as legislative changes that can enhance workforce housing throughout the Keys.

## **V. PUBLIC COMMENT**

An opportunity for public comment was offered at the conclusion of the Committee's discussion of inclusionary housing and following the rating of options for importance.

Following the inclusionary housing presentation and discussion the following public comment was offered:

An opportunity for public comment was provided following the inclusionary housing discussion.

- Lisa Ferringio, a realtor in Lower Keys noted the importance of retaining downstairs enclosure housing for workforce. When these properties are sold they may force the tenants to leave. This should be addressed by the AHAC.

There were no public comments offered at the end of the meeting.

The public was also encouraged to consider providing written comments using a comment form.

## **VI. NEXT STEPS AND ASSIGNMENTS**

Concluding, the Committee thanked the municipal representatives for participating and agreed that their presence and contributions brought greater depth to the discussions. Several committee members expressed support for the use of homework and suggested it proved helpful in moving through a complex agenda.

The facilitator thanked the members for the hard work in reviewing the options and noted they would be getting some additional homework to prepare for the April meeting. He noted the next step would be for staff to organize the options based on relative priority and importance and begin to draft recommendations that the Committee could consider as a first step in developing the report to the BOCC by July. He reminded members the April, May, June and July meetings are now scheduled to run between 9 a.m. and 3 p.m. to provide enough time to build consensus on AHAC recommendations to the BOCC. The Committee completed a meeting evaluation form (*See Appendix # 3 for an evaluation summary*) and adjourned at 1:00 p.m.

## Appendix #1 Agenda

<b>MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE</b> <b>MEETING VI—FRIDAY, MARCH 18, 2016—9:00 A.M.-1:00 P.M.</b> <b>MARATHON GOVERNMENT CENTER</b>
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### COMMITTEE MEETING OBJECTIVES

- ✓ To review and Approve Regular Procedural Topics (Agenda, AHAC January 2015 Summary/Minutes, February Roundtable Summary)
- ✓ To review the Committee's Draft Work Plan
- ✓ To receive an additional presentation on inclusionary housing requirements for workforce housing and review approach to Task #10.
- ✓ To review the AHAC Final Report Format, Sections and Ideas for Short Term and Longer Term Actions.
- ✓ To prioritize the Report Sections and Ideas for Actions in terms of importance
- ✓ To Identify Next Steps, Assignments
- ✓ To Hear and Consider Public Comment

### MEETING AGENDA—FRIDAY, MARCH 18, 2016

*All Agenda Times—including Public Comment & Adjournment—Are Approximate and Subject to Change*

9:00 AM	Welcome, Roll Call, Introductions, Review and Approval of Agenda
9:15	Review, Public Comments and Approval of AHAC January 22, 2016 Draft Summary/Minutes, Review of the Intergovernmental Roundtable Summary
9:20	Overview of the Consensus Building Guidelines and Process Review of the AHAC Charge, Committee Work Plan
9:25	Update on Actions, Activities since the January 22, 2016 AHAC Meeting
9:40	Comments & Discussion on Intergovernmental Roundtable meeting <ul style="list-style-type: none"> <li>• Lessons learned &amp; Ideas/strategies</li> </ul>
10:00	<b>CONTINUED from January AHAC meeting on Inclusionary Housing Strategies Task #10. Develop strategies to assist in developing inclusionary housing requirements for hospitality and commercial sector to build workforce housing.</b> <b>Briefing on Residential Inclusionary Housing- Project Example</b> <ul style="list-style-type: none"> <li>• Developer Perspective on a Project meeting the Residential Inclusionary Housing requirement-Jim Saunders</li> <li>• <i>Committee Q &amp; A</i></li> <li>• Continue to support residential and invest in an expert study of inclusionary housing to non-residential and transient units/developments</li> <li>• Review of the AHAC Resolution to the BOCC on supporting inclusionary housing study.</li> </ul>
10:20	<i>Public Comment</i>
10:30	<i>Break</i>
10:45	Overview of Proposed AHAC Final Report Format
11:00	Review and Refinement of AHAC Format/ Sections and Ideas for Action Drawn from Past AHAC Meetings
12:00	Prioritizing the Importance of Report Sections and Issue Area Strategies and Options

12:45	<i>Public Comment</i>
12:55	<b>Next Steps and Assignments</b>
<i>1:00 PM</i>	<i>ADJOURN</i>

## Appendix #2- AHAC Committee and Staff

<b>AFFORDABLE HOUSING ADVISORY COMMITTEE MEMBERSHIP</b>	
<b>MEMBER, ORGANIZATION</b>	<b>REPRESENTATION –Based on Statutory/Regulation Categories &amp; Districts</b>
Jim Cameron	Advocate for low income affordable housing, Dist. 2
Capt. Ed Davidson, Monroe County School Board	Citizen recommended by the Monroe County School Board
Hana Eskra, Florida Market President, Gorman & Co. Inc.	Real estate professional in connection with affordable housing, Dist. 4
Bill Hunter	Citizen with no financial interest in the development of affordable
Warren Leamard. Owner, Chef, Destination Catering & Events	Not for profit provider of affordable housing, Dist. 3
Kurt Lewin	
Ken Naylor, Atlantic Pacific Communities	For profit provider of affordable housing, Dist. 3
Tim Root, Mingo Co Construction	Residential affordable housing building industry, Dist. 1
Jim Saunders, Bayview Land Development & Permitting	Citizen, representing employers in Monroe County, Dist. 5
Stephanie Scuderi, Senior VP, Centennial Bank.	Citizen, representing essential services personnel related to AH, Dist. 5
Ed Swift III, President, Historic Tours of America	Citizen, residing in Monroe County, Dist. 4
Randy Wall, Blue Fin Inc.	Labor, home building related to affordable housing, District 2
Jodi Weinhofer, President, Lodging Association of the Florida Keys	Citizen recommended by the Monroe County lodging industry
William Wiatt, Sunset Villas	Member, Local Planning agency, Dist. 4
<b>BOCC LIAISON- EX OFFICIO MEMBERS</b>	
Heather Carruthers	Mayor Pro Tem, Monroe County BOCC
Sylvia Murphy	Commissioner, Monroe County BOCC
<b>MUNICIPALITIES LIAISONS- EX OFFICIO MEMBERS</b>	
Thaddeus Cohen	Planning Director, City of Key West
George Garrett	Planning Director/Deputy City Manager, City of Marathon
Deb Gillis	Mayor, Village of Islamorada
<b>MONROE COUNTY STAFF</b>	
Peter Morris / Steve Williams	County Attorney's Office
Mayte Santamaria	Senior Director of Planning and Environmental Resources, <a href="mailto:Santamaria-Mayte@MonroeCounty-FL.Gov">Santamaria-Mayte@MonroeCounty-FL.Gov</a> (305) 289-2500
Emily Schemper	Comprehensive Plan Manager (305)289-2500 <a href="mailto:Schemper-Emily@MonroeCounty-FL.Gov">Schemper-Emily@MonroeCounty-FL.Gov</a>
Tiffany Stankiewicz	Development Administrator
Carol Schreck	Committee Administrator <a href="mailto:Schreck-Carol@MonroeCounty-FL.Gov">Schreck-Carol@MonroeCounty-FL.Gov</a>
<b>AHAC FACILITATOR</b>	
Bob Jones	FCRC Consensus Center, FSU, <a href="mailto:rmjones@fsu.edu">rmjones@fsu.edu</a>

### Appendix #3- Meeting Evaluation Summary

#### MONROE COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

#### MEETING EVALUATION FORM

MEETING IV—FRIDAY, JANUARY 22, 2016—9:00 A.M.-1:00 P.M.  
MARATHON GOVERNMENT CENTER

*Average rank using a 0 to 10 scale, where 0 means totally disagree and 10 means totally agree.*

**1. Please assess the overall meeting.**

10.0 The agenda packet was very useful.

10.0 The objectives for the meeting were stated at the outset.

9.5 Overall, the objectives of the meeting were fully achieved.

**2. Do you agree that each of the following session objectives was achieved?**

10.0 The background information was very useful.

10.0 To review and Approve Regular Procedural Topics (Agenda, AHAC December 2015 Summary/Minutes)

9.6 To review the Committee's Draft Work Plan

9.8 To receive presentations on inclusionary housing requirements for workforce housing and discuss initial options in response to Task #10

10.0 To receive presentations on the cost of developing and constructing workforce housing and discuss implications for AHAC's remaining Tasks.

10.0 Review the Objectives and Format for the February AHAC Workshop with Municipalities

9.7 To Identify Next Steps, Assignments

10.0 To Hear and Consider Public Comment

**3. Please tell us how well the facilitator helped members engage in the meeting.**

10.0 The facilitator made sure the concerns of members were heard.

9.8 The facilitator helped to arrange our time well.

**4. Please indicate your level of satisfaction with the organizational meeting?**

10.0 Overall, I am very satisfied with the meeting.

10.0 I am satisfied with the outcomes of the meeting.

10.0 I know what the next steps following this meeting will be.

**5. What did you like best about the listening session?**

- Very informative on cost of construction issues.

**6. How could the session have been improved?**

- Some members get off topic with personal agenda.

**7. Do you have any other comments that you would like to add?**

- We are accumulating a lot of items to firm up into recommendations.
- Add "current events and discussion of how we can be effective" to each agenda.

## Appendix #4 – AHAC Charge

### THE AFFORDABLE HOUSING ADVISORY COMMITTEE CHARGE

#### **AHAC Tasks Assigned by the Monroe County Board of County Commissioners (BOCC)**

**The Monroe County Affordable Housing Committee (Committee) will seek consensus on guidance and recommendations to the Monroe County Board of County Commissioners (BOCC) addressing the issues set forth in the Committee's charge.**

#### **By October 2015:**

- 1 Propose a definition for "Workforce" and the need within and where (geographically in unincorporated Monroe County) for providing housing for various income levels (very low, low, median and moderate).
- 2 Evaluate and define the workforce housing need in unincorporated Monroe County.
- 3 Evaluate and propose additional mechanism to qualify and monitor the occupants of deed restricted affordable housing to ensure the units are preserved and maintained as affordable.

#### **Within 1 year from the effective date of this resolution:**

4. Develop solutions for rental housing.
5. Develop incentives for development of workforce housing on Tier III properties.
6. Develop strategies for increasing density to encourage workforce housing development, such as micro housing and dormitories.
7. Develop strategies to increase the Monroe County Housing Authority's role in workforce housing, specifically as a management entity for rental workforce housing;
8. Explore and propose expanding local funding sources (local government, private/public partnerships, community/charitable organizations) to help expand workforce housing in Monroe County.
9. Review and consider recommendations to the BOCC for amendments to statutes to address:
  - a Sadowski Trust Fund donor inequity,
  - b Allow Land Authority funds to be used for extending deed restrictions or buying back expired deed restrictions to preserve affordable housing,
  - c Amend Low Income Housing Tax Credit (LIHTC) program to require on-site management longer than 15 years,
  - d Amend or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing specifically for the hospitality industry; and
10. Develop strategies to assist in developing inclusionary housing requirements for hospitality and commercial sector to build workforce housing.

## Appendix #5: AHAC Workplan

COMMITTEE DRAFT WORK PLAN/MEETING SCHEDULE			
2015			
#	DATE	TIME	LOCATION
<b>Initial Review and Development of AHAC Recommendations for Tasks #1-3</b>			
I.	Friday, August 21, 2015	9am-12 pm	Marathon Govt. Ctr.
Organizational Meeting #1: Review Charge, Procedures, Success, Work plan and BOCC Charge tasks due in October 2015: workforce definition, workforce housing need and deed restricted affordable housing			
II.	Friday, September 18, 2015	9am-1pm	Marathon Govt. Ctr.
2 <sup>nd</sup> Meeting: Refine and Adopt Work Plan, Presentation and discussion on qualifying and monitoring employee housing and potential role of the Monroe County Housing Authority (Task #3); review 2 <sup>nd</sup> draft statement on “workforce” definition (#1); receive information from staff on workforce housing need and review draft statements (#2).			
III.	Friday, October 16, 2015	9am-3pm	Marathon Govt. Ctr.
3 <sup>rd</sup> Meeting: Refine and Update Work Plan, review, refine and adopt draft consensus recommendations on workforce definition (#1), workforce housing need (#2) and deed restricted affordable housing (#3). Review & discussion of Local Housing Assistance Plan, Sec. 2-701. - Duties of the affordable housing advisory committee.			
<b>Initial Review of AHAC Ideas and Options on Tasks # 4-10, November 2015 –March 2016</b>			
IV.	Friday, November 20, 2015	9am-1 pm	Marathon Govt. Ctr.
4 <sup>th</sup> Meeting: Review Work plan; Discuss, review, discuss and adopt the Report to the BOCC on the Local Housing Assistance Plan and surplus land inventory; Presentation and information on AHAC Tasks #5 Incentive for development of Tier III workforce housing properties and discussion and identification of initial options.			
V.	Friday, December 18, 2015	9am-1 pm	Marathon Govt. Ctr.
5 <sup>th</sup> Meeting: Refine and update Work Plan, Presentations, briefings and information on AHAC Tasks: Local funding sources (#8), state and local funding (#9a,b,c,d) discussion of initial options for recommendations.			
2016			
VI.	Friday, January 22, 2016	9am-1 pm	Marathon Govt. Ctr.
6 <sup>th</sup> Meeting: Refine and update Work Plan, Presentations, briefings and information on AHAC Tasks: Possible topics: Task #10 Inclusionary Housing.			
<b>Consensus Building on AHAC Recommendations for Tasks 4-10, April 2016- July 2016</b>			
	Friday, February 19	9am-3 pm	Marathon Govt. Ctr.
AHAC Roundtable with Municipal Representatives			
VIII.	Friday, March 18, 2016	9am-1 pm	Marathon Govt. Ctr.
8 <sup>th</sup> Meeting: Refine and update Work Plan, Additional presentations, briefings and information on AHAC Tasks; Overview of initial draft of AHAC draft workforce housing report; Rating, refining and building consensus on background and recommendations.			

<b>IX.</b>	<b>Friday, April 22, 2016</b>	<b>9am-1 pm</b>	<b>Marathon Govt. Ctr.</b>
<b>9<sup>th</sup> Meeting:</b> Refine and update Work Plan, Presentations, briefings and information on AHAC Tasks: Task #6 Increase Density (micro housing, dormitories, etc.) to encourage workforce housing development; Review of AHAC draft workforce housing report outline. Rating, refining and building consensus on draft background and recommendations.			
<b>X.</b>	<b>Friday, May 20, 2016</b>	<b>9am-3pm</b>	<b>Marathon Govt. Ctr.</b>
<b>10<sup>th</sup> Meeting:</b> Review of 2 <sup>nd</sup> draft of AHAC draft workforce housing report and rating, refining and building consensus on background and recommendations.			
<b>XI.</b>	<b>Friday, June 17, 2016</b>	<b>9am-1 pm</b>	<b>Marathon Govt. Ctr.</b>
<b>11<sup>th</sup> Meeting:</b> Review and adopt final draft of AHAC draft workforce housing report			
<b>XII.</b>	<b>Friday, July 22 2016</b>	<b>9am-1 pm</b>	<b>Marathon Govt. Ctr.</b>
<b>12<sup>th</sup> Meeting:</b> Finalize and adopt AHAC report to the BOCC			

### Appendix #6 – Inclusionary Housing Defined

“Inclusionary housing refers to a range of local policies that tap the economic gains from rising real estate values to create affordable housing—tying the creation of homes for low- or moderate-income households to the construction of market-rate residential or commercial development. In its simplest form, an inclusionary housing program might require developers to sell or rent 10 to 30 percent of new residential units to lower-income residents... Roughly 500 communities in the United States have developed inclusionary housing policies, which require developers of new market-rate real estate to provide affordable housing. For cities struggling to maintain economic integration, inclusionary housing is one of the most promising strategies to ensure that the benefits of development are shared widely.

- Inclusionary Housing: Creating and Maintaining Equitable Communities, Lincoln Institute of Land Policy, 2015 [https://www.lincolnst.edu/pubs/3583\\_Inclusionary-Housing](https://www.lincolnst.edu/pubs/3583_Inclusionary-Housing)

Inclusionary housing ordinances vary substantially among local governments. These variables can include:

- **Mandatory or voluntary ordinance.** While many cities require inclusionary housing, many more offer zoning bonuses, expedited permits, reduced fees, cash subsidies, or other incentives for developers who voluntarily build affordable housing.
- **Minimum size of development** that the ordinance applies to. Most jurisdictions exempt smaller developments, but some require that even developments incurring only a fraction of an inclusionary housing unit pay a fee (see below).
- **Income level or price defined as "affordable," and buyer qualification methods.** Most ordinances seem to target inclusionary units to low- or moderate-income households which earn approximately the regional median income or somewhat below. Inclusionary housing typically does not create housing for those with very low incomes.
- **Appearance and integration of inclusionary**
- **Percentage of units to be dedicated as inclusionary housing.** This varies quite substantially among jurisdictions, but appears to range from 10-30%.
- **Whether inclusionary housing must be built on site.** Some programs allow housing to be built nearby, in cases of hardship.
- **Whether fees can be paid in lieu of building inclusionary housing.** Fees-in-lieu allow a developer to "buy out" of an inclusionary housing obligation. This may seem to defeat the purpose of inclusionary zoning, but in some cases the cost of building one affordable unit on-site could purchase several affordable units off-site.
- **Which types of housing construction the**



**housing units.** Many jurisdictions require that inclusionary housing units be indistinguishable from market-rate units, but this can increase costs.

- **Longevity of price restrictions attached to inclusionary housing units, and allowable appreciation.** Ordinances that allow the "discount" to expire essentially grant a windfall profit to the inclusionary housing buyer, preventing that subsidy from being recycled to other needy households. On the other hand, preventing price appreciation removes a key incentive for home ownership. Many programs restrict annual price appreciation (by, for instance, enrolling inclusionary housing in community [land trusts](#)), often tying it to [inflation](#) plus market value of home improvements, striving to balance the community's interest in long-term affordability with the homeowner's interest in accruing equity over time.

**ordinance applies to.** For example, high-rise housing costs more to build per square foot (thus raising compliance costs, perhaps prohibitively), so some ordinances exempt it from compliance.

- **Whether housing rehabilitation counts as "construction,"** either of market-rate or affordable units. Some cities, like New York City, allow developers to count rehabilitation of off-site housing as an inclusionary contribution.

## Appendix #7- Options Listed by Level of Importance

IDENTIFIED BY THE AHAC FROM AUGUST 2015- MARCH 2016

*At the March 18, 2016 AHAC Meeting, the Committee and the county and municipal liaisons reviewed and rated the importance of ideas and options in addressing their charge identified from their discussions in previous meetings for each BOCC task. The participants used an importance scale where 1= not important and 5=very important. Below the 39 ideas reviewed listed in order of their average importance in three categories: Those considered "very important" receiving an average rating from 4.6 to 5.0 (21 options); those considered "important" receiving a rating from 4.0-4.5 (9 options); and those considered less important receiving a rating from 1.7 to 3.9 (9 options). For some options the participants generally agreed on importance for other options there was a split in opinion on importance. Going forward the Committee will begin to test the acceptability of draft recommendations based on these options.*

### A. IMPORTANCE RANKING: 4.5- 5.0 "VERY IMPORTANT" (21 OPTIONS)

1. **Task 5a. Target publicly-owned Tier 3 land that is leased back to developer.** (*chart list #5.c*) (5.0 of 5)
2. **Task 5b. Create additional density bonus standard for Tier 3 affordable housing that increases density with TDRs** (*chart list #5.L*) (4.9 of 5)
3. **Task 5c. Develop a Property Tax incentive for affordable housing homeowners** (*chart list # 5.k – a.*) (4.8 of 5)
4. **Task 4a. Additional density bonus for affordable developments that are only rental in perpetuity in Tier III** (*chart list #4.a*) (4.8 of 5)
5. **Task 5c. Develop a Property Tax incentive for Tier 3 affordable housing homeowners** (*chart list # 5.k – a.*) (4.8 of 5)
6. **Task 5d. Additional density bonus for Tier III developments that are only affordable rental deed restricted in perpetuity. Develop additional density bonuses for median, low and very low income categories.** (*Chart # 5.a*) (4.8 of 5)

7. Task 6a. Additional density bonus for affordable developments that are only rental in perpetuity in Tier III. Develop additional density bonus for median, low and very low income categories. (*chart list #6.a*) (4.8 of 5)
8. Task 6 (b) Create provision for affordable deed-restricted " accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit) (*chart list #6.b*) (4.8 of 5)
9. Task 8 (a) Annual fee on non-primary residences that are not long term rentals. Review and recommend whether an annual fee on non-primary residences that are not long-term rentals should be collected and used as a workforce housing funding source. (*Chart List #8.f*) (4.8 of 5)
10. Task 9 (a) Allow Land Authority funds to be used for extending deed restrictions or buying back expired deed restrictions to preserve affordable housing (*Chart List #9.b*) (4.8 of 5)
11. Task 5e. Identify County owned land that can be utilized for affordable housing development. (*Note: AHAC completed review of Surplus Land inventory pursuant to Sec. 125.379 FS, and sent to BOCC*) (*Chart list #5.i*) (4.75 of 5)
12. Task 5g. List of available Land (Governments, Utilities, School Board, hospitals, NPOs (churches, etc.) (*Chart list #5.n*) (4.7 of 5)
13. Task 5f. Create provision for affordable deed-restricted "accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit) (*Chart list #5.b*) (4.7 of 5)
14. Task 4b. Increase enforcement of tourist housing use or vacation rental use of affordable housing units (*chart list #4.b*) (4.7 of 5)  
Enhance enforcement of tourist housing or vacation rental use of affordable housing units and increase enforcement and compliance efforts
15. Task 4c. Buy back incentives or create incentives to retain for expiring deed restricted units to provide continued deed restricted rental units (*chart #4.i*) (4.7 of 5)  
Develop recommendations for providing incentives to retain expiring deed restricted units or buy-back incentives to provide for continued deed restricted affordable housing rental units.
16. Task 6c. Create additional density bonus standard for affordable housing that increases density with TDRs (*Chart list #6.e*) (4.6 of 5)
17. Task 8 b. TDC Penny/ Land Authority: Amend or Increase Tourist Impact Tax to provide dedicated funding for workforce housing (*chart list #8.d*) (4.5 of 5)
18. Task 4 i. Develop a Property Tax incentive for developers (*chart List #5.k b*) (4.5 of 5)
19. Task 4 j. Use Land Authority Funds to extend Tier III deed restrictions or for buying back expired deed restrictions (*chart list #5.e*) (4.5 of 5)
20. Task 8 a. Luxury / sin tax / sales tax  
Review and recommend whether a luxury/sin tax (i.e. sales tax) should be pursued as a local workforce housing funding source. (*Chart list #8.c*) (4.5 of 5)
21. Task 9 b. Address Sadowski Trust Fund donor inequity (*Chart List #9.a*) (4.5 of 5)

## **B. IMPORTANCE RANKING OF OPTIONS: 4.0-4.4 "IMPORTANT" (9 OPTIONS)**

22. Task 6 d. Consider amending height limit for affordable housing (*chart list #6.f*) (4.4 of 5)
23. Task 5 k. Consider amending height limit for affordable housing (*chart list #5.m*) (4.3 of 5)
24. Task 6 e. Consider fractional ROGOS. (*chart list #6.d*) (4.2 of 5)
25. Task 4 e. Dynamic/current/accurate Inventory for existing affordable housing  
Create and provide renters with access to a dynamic up-to-date inventory for existing affordable housing throughout Monroe County in collaboration with municipalities. (*chart list #4.c*) (4.1 of 5)
26. Task 4d. Community Foundation of the Florida Keys (CFFK) Loan and Housing Fund

The County in collaboration with municipalities, businesses and the Florida Keys Community Foundation should create a Rental Assistance Loan and Housing fund as part of the FKCF (to help renters with first, last & deposit). (*Chart list #4.e*) (4.1 of 5)

**27. Task 8 c. Community Fund (CFFK)**

Review and recommend whether a community fund should be established through a collaboration with the Florida Keys Community Foundation as a workforce housing funding source. (*Chart List #8.g*) (4.1 of 5)

**28. Task 8 e. Doc Stamps** (*Chart list #8.e*) (4.0 of 5)

**29. Task 5 l. County to target Tier 3 lots for purchase & development of affordable housing. RFP for grouped lots for development** (*chart list #5.b*) (4.0 of 5)

**30. Task 4 f. Purchase properties with existing dwelling units or ROGO exemptions and deed restrict the market rate unit as affordable housing** (*chart list #4.f*) (4.0 of 5)

**C. IMPORTANCE RANKING: 1.7 – 3.75 “LESS IMPORTANT” (9 OPTIONS)**

**31. Task 4 g. Outreach & Public Awareness to abate NIMBY sentiment to workforce rental housing** (*chart list #4.g*) (3.75 of 5) Recommend strategies and best practices for outreach, public awareness, education and engagement to address “Not in my backyard” (NIMBY) sentiment to workforce rental housing.

**32. Task 8 g. Toll of US 1** (*Chart list #8.1*) (3.6 of 5)

**33. Task 8 f. Ad Valorem tax**

Review and recommend whether increasing local ad valorem taxes should be pursued as a workforce housing funding source. (*chart List #8.b*) (3.5 of 5)

**34. Task 9 d. Amend or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing specifically for the hospitality industry** (*Chart List #9.d, a*) (3.3 of 5)

**35. Task 5 m. Target foreclosure properties - vacant properties (Tier III) for purchase & development of affordable housing or developed sites (any Tier) with a ROGO to deed restrict as AFH** (*chart list #5.d*) (3.3 of 5)

**36. Task 4 h. Create Rental Assistance fund (first, last & deposit)** (*chart list #4.b*) (3.1 of 5)

**37. Task 5 n. Outreach & Public Awareness to abate NIMBY sentiment for Tier 3 workforce housing** (*chart list #5.g*) (3.0 of 5)

**38. Task 4 i. Increased public transportation**

Develop strategies for increased public transportation to connect workforce housing with employment centers. (*Chart list #4.d*) (2.8 of 5)

**39. Task 6 f. Consider re-allocating market rate ROGOs to affordable to provide additional ROGOs.** (*Chart list #6.c*) (1.7 of 5)